

**US Army Corps
of Engineers**

**The FY 2001 Customer
Coordination Plan
of the
U.S. Army Corps of Engineers
Kansas City District**

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Executive Summary

The overall mission and charter of the Kansas City District Corps of Engineers (NWK) is to provide service to the Army and Nation as well as enhance its capabilities in critical areas. These capabilities provide the NWK with the skills needed to serve the Army and the Nation, as well as our current and emerging customers.

Customer relations efforts are about building alliances, partnerships and programs that add value and build upon the support that is already available to the armed forces. Ultimately, the success of the NWK is dependent on the commitment and skill of NWK personnel to maintain a positive relationship with customers.

This plan espouses a proactive approach to addressing the operating environment we face today. It is the positive relationship with customers and the building of capabilities that our efforts and this Customer Relations Plan address.

The following goals are based on our commitment to the Army, the customer and to skills development.

1. Invest in People
2. Drive Process Excellence
3. Communicate Effectively

Our purpose is to provide quality and service. These are the two main components for getting and keeping customers. The intent of this Corporate Relations Plan is to provide a tool that enhances and promotes NWK's relationships with, and quality and service to, its customers, partners, allies, stakeholders, and private sector.

Detailed Customer Plans are provided in Appendix A



Introduction

District Overview

The NWK is one of the most diverse in the Corps, and one of only 14 districts to have civil works, military, and environmental cleanup missions. We plan, manage and execute civil works, military, environmental, and emergency response programs within assigned areas of responsibility to support the nation's military and engineering needs. Our services include a hazardous, toxic and radioactive waste design center.

We accomplish our missions through strong leadership and a team-based organization. We have adopted the Project Management Business Process (PMBP) as the mechanism for achieving optimum effectiveness from the organizational structure. Through involvement of all managers and employees, PMBP utilizes a systematic approach and quantitative methods to continuously improve our processes, achieve better efficiency and higher levels of customer satisfaction.

The district headquarters is located in Kansas City, Missouri, near the confluence of the Missouri and Kansas rivers.

Mission and Vision

Our vision is to be the world's premier engineering organization. Trained and ready to provide support anytime, anyplace. A full spectrum engineer force of high quality, dedicated soldiers and civilians:

- ✍✍ A vital part of the Army;
- ✍✍ The Engineer team of choice - responding to our Nation's needs in peace and war;
- ✍✍ A value and team-based organization – Respected, Responsive and Reliable.

Changing today to meet tomorrow's challenges!



The basic methods we use to live our mission and fulfill our vision are through our goals of -

1. Invest in People

- ✍✍ We maintain a trained, capable workforce that is fully prepared to respond to diverse missions.
- ✍✍ We build a team-based organization that promotes a cohesive workforce.
- ✍✍ We remember that each of us is important to the NWK's mission. We encourage team leadership that builds on individual strengths, values, diversity and achieves unity of effort.
- ✍✍ We support personal and professional growth in all people.
- ✍✍ We build upon and maintain a cohesive workforce that is fully prepared to respond to diverse missions.
- ✍✍ We build and maintain an environment that is rich in participation, communication, personal and organizational growth.
- ✍✍ We respect and honor the whole person.
- ✍✍ We embrace the concepts of "One Corps, One Regiment, One Team."

2. Drive Process Excellence

- ✍✍ We build upon our distinguished history.
- ✍✍ We sustain our core values of quality, safety and integrity.
- ✍✍ We provide responsive and competent engineering services.
- ✍✍ We commit to continuously evaluate our systems, processes, resources and organizational structure to ensure that we are aligned to achieve quality results.
- ✍✍ We provide the best quality products and services with the most technically competent workforce.
- ✍✍ We improve effectiveness by continuously reviewing our best business practices and realigning to meet the customer's needs.



✍✍ We determine what processes and additional skills we need to remain viable, using our full potential, as we embrace additional responsibilities and remain ready for the unexpected.

3. Communicate Effectively

✍✍ We exceed the expectations of those we serve and support.

✍✍ We strive to be recognized as the organization of choice by our customers and our workforce.

✍✍ We partner with other Corps to provide our customers with a seamless and integrated quality effort.

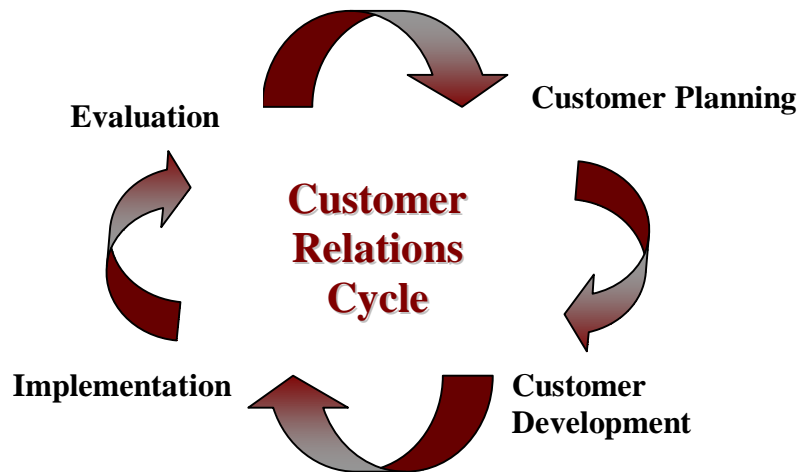
✍✍ We develop ways to enhance our relationships with current and potential customers.

✍✍ We provide customers a means to measure and evaluate satisfaction.

✍✍ We commit to earning and keeping the trust of all stakeholders.

✍✍ Our leadership demonstrates our core values of quality, integrity, professionalism, caring and safety.

Customer Relations Cycle



The Customer Relations Plan is one of four elements of an ongoing NWK Customer Relations effort. The Customer Relations Cycle represents this effort and depicts all four elements:



- ✍✍Customer Planning
- ✍✍Customer Development
- ✍✍Implementation and
- ✍✍Evaluation

Customer Relations Planning

The Corp management team used the following matrix to analyze and discuss customer opportunities. These discussions formed the basis for the Customer Plans in Appendices A and B.

	<i>Current Programs</i>	<i>New Programs</i>
<i>Current Customers</i>	1. Current Customer Development Strategies	3. Program Development Strategies
<i>Potential Customers</i>	2. New Customer Development Strategies	4. Diversification Strategies

1. Current Customer Development Strategies

As customers' missions change and their resources decrease, their requirements for a wide range of technical and environmental services increase. This situation represents unique opportunities to assist our customers. We want the best fit between these opportunities and our competencies. Establishing mutually beneficial relationships aides this process.

Current Customer Development consists of our seeking increased exposure of current programs and services with current customers through a more coordinated outreach effort.

2. New Customer Development Strategies

New Customer Development strategies consist of our seeking increased exposure by taking our current programs and services to new/potential customers. This can be done in two ways:

- a. Serving additional geographical regions by creating alliances, partnerships or reciprocal arrangements with other Corps of Engineers or government bodies.

Characteristics of our strategic alliance:



- ✂✂ Team with other Corps districts, especially within Northwestern Division.
- ✂✂ Share or pursue a common organization goal or mission.
- ✂✂ Develop long-term relationships to achieve common goals.
- ✂✂ Advocate alliances to mutually benefit each other.

Opportunities to support other federal agencies are increasing as they face manpower reduction mandates and still need to execute their mission. Virtual Teaming/Partnering with other Corps districts, first within Northwestern Division and secondly across USACE, will be essential to improve our success. Partnering with Corps entities, labs, and centers of expertise also leverages our skills and resources for mutual gain.

- b. By developing different versions of current programs and services that may be more appealing to new customers.

3. Program Development Strategies

Changing demographics, technology, and life styles, as well as new and changing customer requirements contribute to the necessity of staying relevant to the needs of customers.

Program Development consists of our developing new or improved programs or services for current customers. Market research will be used to determine what it is that current customers want and need. There are three possibilities for this strategy:

- a. Develop new program or service features or content by adapting, modifying, rearranging, or combining existing programs, services or features.
- b. Create different degrees of assistance, or versions, of the current programs or services.
- c. Develop new programs or services that are requested/needed by current customers.

4. Diversification Plans

Diversification is where we seek to reach new customers with new programs or services.

Diversification is an expensive strategy. It is almost always easier and more profitable to enhance program or service exposure with current customers. However, in the long term, new customers and new programs or services are vital to our continued success. Diversification Strategies are long-term in nature.



Our resource allocation for each strategy is approximately:

	<i>Current Programs</i>	<i>New Programs</i>
<i>Current Customers</i>	50%	35%
<i>Potential Customers</i>	10%	5%



Management Team

District Engineer Colonel George H. Hazel.....	(816) 983-3201
Deputy District Engineer Lieutenant Colonel Gary L. Heer.....	(816) 983-3206
Deputy District Engineer for Planning Program and Project Management Mr. Michael G Trial.....	(816) 983-3210
Chief of Engineering-Construction Division Mr. William Zaner.....	(816) 983-3178
Operations Division Mr. Des R. Goyal	(816) 983-3342
Chief of Real Estate Division Mr. Greg G. Wilson	(816) 983-3728
Chief of Contracting Division Mr. Gary Scibona.....	(816) 983-3918
Customer Outreach Coordinator Mr. Larry L. Myers.....	(816) 983-3196
Environmental Support for Others/Support for Others Mr. Thomas Graff.....	(816) 983-3351



Customer Relations Plan

The foundation of this plan is recognition that NWK has different categories of customers. All customers, large or small, high-volume or low-dollar, current or potential are important to our success, yet, this Corporate Relations Plan recognizes the role of key customers to our organization's success.

Sustaining relationships with existing customers, while engaging customers that have not worked with us in the past, is very important to our success. We must remain flexible to accommodate the different needs of our customers while we organize and guide the overall effort.

We continue to increase the level of customer care and rapport within NWK. This is accomplished through the coordination activities of the PM/Account Managers, the assignment of qualified personnel to projects, and through the expertise of our personnel on the ground. Personnel on the ground are our best salespeople. Through training in the PROSPECT Customer relations Workshop, NWK personnel become proficient in identifying and reporting new customer needs and opportunities. QA/QC through the PMBP process is used to ensure that quality products and services are delivered.

The ability to recognize opportunities will be enhanced by the availability of immediate and up-to-date marketing information. This will become accessible to personnel through a web-based system of marketing materials for products and services. There will be links to District, Division and USACE Customer Relations Plans and links to National Outreach web sites and others.

Identifying and reporting opportunities is just the beginning. Proposals must be developed and written. This is a key area for staff development. Workshops for proposal development and writing are available to key personnel.

Our vision says, " Changing today to meet tomorrow's challenges!" This means we must be ready to innovate and embrace new ideas. NWK staff are encouraged and expected to "think outside the bubble" and explore new solutions for tomorrow's challenges.



Strategies

Customer Relations will address the NWK goals through these strategies:

1. Establish and facilitate three outreach-training workshops to team members.
2. Hold, at a minimum, one proposal/ customer care workshop.
3. Develop and conduct customer surveys during FY 2001 on all programs (Military, Civil and HTRW) and report results and recommendations to PRB.
4. Meet at least once during FY 2001 with strategic customers.
5. Establish lines of communications and nurture relationships with AFCEE, NWS/Ft. Lewis and FUDS PRP/Cost Recovery Programs.
6. Nurture customer relationships with BOP, KDOT, GSA, MODOT, SWT, MVS and other Corps divisions/districts.
7. Develop district marketing brochures and materials. Provide easy access of these materials to team members.
8. Conduct quarterly brown bag meetings to exchange ideas and discuss the District's outreach efforts.



Relationship to NWK Goals

The Customer Relations strategies support each of the three goals of the NWK. However, most of the emphasis in Customer Relations is directly related to meeting the goal of Communicating Effectively.

MISSION

**To be the world's premier engineering organization.
Trained and ready to provide support anytime, anyplace.
Changing today to meet tomorrow's challenges!**

Invest in People

- ✍✍ Establish and facilitate three outreach-training workshops to team members.
- ✍✍ Hold, at a minimum, one proposal/ customer care workshop.

Drive Process Excellence

- ✍✍ Develop and conduct customer surveys during FY 2001 on all programs (Military, Civil and HTRW) and report results and recommendations to PRB.

Communicate Effectively

- ✍✍ Meet at least once during FY 2001 with strategic customers.
- ✍✍ Establish lines of communications and nurture relationships with AFCEE, NWS/Ft. Lewis and FUDS PRP/Cost Recovery Programs.
- ✍✍ Nurture customer relationships with BOP, KDOT, GSA, MODOT, SWT, MVS and other Corps divisions/districts.
- ✍✍ Develop district marketing brochures and materials. Provide easy access of these materials to team members.
- ✍✍ Conduct quarterly brown bag meetings to exchange ideas and discuss the District's outreach efforts.

Attached in the Appendices are the Customer Strategies. The Customer Outreach Coordinator and the ESFO Coordinator will assist each business sector in goal accomplishment, training material, and lead tracking for emerging program and service areas and in customer development.



Measurement and Evaluation

Monthly reports will be posted on district Intranet web page:

- ✍✍ Monthly report to Project Review Board (PRB).
- ✍ Tracks new projects and customers.
- ✍ Tracks dollar value of projects by business sector.
- ✍✍ Quarterly report of progress to date.

Budget

The FY 2001 Outreach Program budget is estimated to be in the amount of \$170,000.00



Appendix A

Current Customer Strategies



Customer	Existing Program Exposure	Description of Work	FY01 Income	Probability (%)
Fort Leonard Wood, MO	OMA			
	Environmental			
	New Program Development	Description of Work	FY01 Income	Probability (%)
	USAES Environmental Mission			

Customer	Existing Program Exposure	Description of Work	FY01 Income	Probability (%)
Kansas City Metro				
	New Program Development	Description of Work	FY01 Income	Probability (%)

Customer	Existing Program Exposure	Description of Work	FY01 Income	Probability (%)
Fort Leavenworth, KS				
	New Program Development	Description of Work	FY01 Income	Probability (%)



Customer	Existing Program Exposure	Description of Work	FY01 Income	Probability (%)
Fort Riley, KS				
	New Program Development	Description of Work	FY01 Income	Probability (%)

Customer	Existing Program Exposure	Description of Work	FY01 Income	Probability (%)
McConnell AFB, KS				
	New Program Development	Description of Work	FY01 Income	Probability (%)

Customer	Existing Program Exposure	Description of Work	FY01 Income	Probability (%)
Whiteman AFB, MO				
	New Program Development	Description of Work	FY01 Income	Probability (%)



Customer	Existing Program Exposure	Description of Work	FY01 Income	Probability (%)
EPA Region 2				
	New Program Development	Description of Work	FY01 Income	Probability (%)
Customer	Existing Program Exposure	Description of Work	FY01 Income	Probability (%)
EPA Region 7				
	New Program Development	Description of Work	FY01 Income	Probability (%)
Customer	Existing Program Exposure	Description of Work	FY01 Income	Probability (%)
Marine Corps Detachment				
	New Program Development	Description of Work	FY01 Income	Probability (%)



Appendix B

New Customer Strategies



New Customer	Program Exposure	Description of Work	FY01 Income	Probability (%)
GSA				
BOP				
FHWA				
AAFES				
KDOT				
MDOT				
CENWD-NWS				
CEMVD-MVS				
CESWD-SWT				



Appendix C

Diversification Strategies

